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Conclusions of the High-level Committee on Management at its twenty-fourth session (Washington, D.C., 24 and 25 September 2012)

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I. Introduction

1. The High-level Committee on Management held its twenty-fourth session at the Headquarters of the International Monetary Fund (IMF) in Washington, D.C., on 24 and 25 September 2012. The meeting was chaired by the Committee's Chair, Francis Gurry, Director General of the World Intellectual Property Organization, and the Vice-Chair, Jan Beagle, Deputy Executive Director of the Joint Programme on HIV/AIDS (UNAIDS).

2. In his introductory remarks, the Chair welcomed new participants and thanked IMF for generously hosting the meeting, once again, after the successful meeting of September 2010.

3. The Chair expressed his appreciation to the Secretary-General and to the United Nations System Chief Executives Board for Coordination (CEB) for having been offered the opportunity to lead this Committee. He recognized the extraordinary array of experience and talent gathered in the Committee, and underlined the need to leverage on such assets to move forward with a daring approach in dealing with the issues that are before the Committee and in bringing them to the attention of CEB.

4. The Chair acknowledged the differences among organizations represented in the Committee — field and headquarters-based, large and small, humanitarian and developmental, normative and operational. He also noted the enormous challenges posed on the United Nations system by the rapidly changing external environment and by the ongoing reshaping of the public function in the world. He stressed the value and the opportunity offered by the Committee to respond, as a system, to such pressures.

5. In closing, as examples of areas in which the Committee could add value to the United Nations system and its member organizations, the Chair cited the increasing pressure for oversight, the huge investment needs in areas such as information and communications technology, environment and security, and the need to intelligently manage an increasingly overwhelming volume of data and information.

II. Adoption of the agenda and the programme of work

6. The agenda as adopted by the Committee is reflected in the table of contents.

7. The complete list of participants is provided in annex I to the present report. The checklist of documents is provided in annex II; the statement made by the Federation of International Civil Servants' Association is provided in annex III; and the statement made by the Coordinating Committee for International Staff Unions and Associations of the United Nations System is provided in annex IV. All documents related to the session are available from the CEB website at http://www.unsceb.org/ceb/mtg/hlcm/september-2012.

III. Dialogue with the federations of staff associations

8. The federations of staff associations and the Committee engaged in a dialogue on all the items scheduled in the regular agenda for the first day. The dialogue

therefore took place during the actual discussions on the items, with relevant interventions made by the federations.

9. The federations of staff associations thanked the Chair and congratulated him on his appointment. They shared his assessment of the global environment and expressed willingness to work together on all issues of importance to staff and management. The federations acknowledged good progress in the arrangement and substance of their dialogue with the Committee and expressed their wish to build on such progress towards and even greater collaboration in the future.

10. While mindful of the difficulties of the current financial environment, the federations indicated that the United Nations system was reaching the limit with regard to what it was being asked to do with diminishing resources. With an increasing need for the work and services of the organizations of the United Nations, continuing pressure on savings posed the risk of doing a disservice to the ability of the system to deliver on its mandates.

IV. Security and safety of staff

A. Briefing by the Under-Secretary-General for Safety and Security

11. The Under-Secretary-General for Safety and Security highlighted the immense breadth and scope of United Nations activities involving approximately 150,000 personnel (with 30 per cent based at Headquarters and 70 per cent in the field, including local personnel) in over 2,100 duty stations in more than 170 countries, and in 5,600 facilities (excluding some 6,000 facilities of the United Nations Relief and Works Agency for Palestine Refugees in the Near East and over 4,000 facilities shared with host governments), and emphasized the challenge for the United Nations system to carry out its activities in environments affected by famine, poverty, war or instability.

12. The Under-Secretary-General noted that, unlike in the past, the United Nations system was often operating in areas where conflicts are ongoing. He pointed to the acute security challenges the United Nations system faced in areas such as Afghanistan, Somalia and Libya, and indicated that the list of locations where the United Nations system was facing such challenges was growing. Since 2009, the number of kidnapping incidents had increased. The United Nations Security Management System had handled 50 such incidents involving a total of 73 kidnapped persons. All had been returned alive with the exception of one, who had died from natural causes. While some cases had been resolved quickly, others had lasted for as long as 140 days and had involved multiple negotiations, sometimes with Member States. In 2011, 70 lives were lost, 26 of those due to violence and 44 due to safety-related accidents. The Under-Secretary-General reminded the Committee members of the attack in Abuja in which 23 persons had been killed (including 13 United Nations personnel) and over 100 persons had been wounded and the attack in Mazar-i-Sharif, Afghanistan, in which three United Nations personnel and four national guards had been killed.

13. On the issue of safety, the Under-Secretary-General noted that a major airline accident in the Democratic Republic of the Congo had resulted in the deaths of 10 United Nations personnel and, while the number of lives of United Nations staff lost

as a result of road traffic accidents had decreased compared with 2010, United Nations personnel driving United Nations vehicles were still involved in road traffic accidents that resulted in casualties among local populations.

14. The Under-Secretary-General stressed that after the bombing in Algiers in 2007, the question of accountability had been re-examined. There had been a move away from a culture of risk aversion to an acceptable risk paradigm that affirmed the "how to stay" approach which was endorsed by CEB. The new Security Level System that had been developed to help better define the threats supported that approach, as did additional tools, such as security risk assessments and a programme criticality framework. The Department of Safety and Security worked closely with the United Nations Development Programme (UNDP) to improve the induction training provided to designated officials. The Department's security training officers received further training, security management teams were trained, and a number of training modules, including Basic Security in the Field and Safe and Secure Approaches in Field Environments had been updated. All this had been done to support a decentralized security management system that enabled field offices to take the necessary decisions to ensure that security could be managed on the ground to the greatest extent possible. Today, designated officials and security management teams are making decisions daily that affect United Nations personnel. Additional analysts were recruited for field locations and trained to help ensure requisite contacts with host government authorities, as well as to facilitate the provision of information to assist in assessing security situations. The Department had introduced a single incident reporting system. A new fire safety programme had been fielded worldwide, and an aviation risk management programme had been put in place because of the high volume of air travel by United Nations personnel. The Travel Request Information Processing system allowed the Department to compile staff lists and keep track of travel within the United Nations system. So far, 2 million registrations had been made in the system, with some 5,500 persons a day registering online. Nearly 60 per cent of the reported travel involved airline travel, while the remainder involved road travel.

15. The Under-Secretary-General highlighted how the Department of Safety and Security had moved from issuing policies on the basis of one signatory to putting in place a process in which members of the Inter-Agency Security Management Network closely examined policies in order to reach consensus and bring them to the Committee for endorsement. While acknowledging that there had been some difficulties in connection with the budgets for jointly financed activities, he stressed how the Department had continuously promoted transparency in its functioning and budgetary processes. He also stressed that all of the initiatives cited above had been made possible through the budget for jointly funded activities, and added that it was important to have such measures in place to support both international and local personnel who continued to take risks in delivering programmes, including in conflict areas.

B. Issues arising from the meeting of the Inter-Agency Security Management Network

16. Six policies that had been approved by the Network were presented to the Committee for endorsement, including the policies on: the use of armed private security companies (and the guidelines, model contract and statement of works);

special events; security training and certification; improvised explosive devices; security of United Nations premises; and boards of inquiry.

17. In response to a number of questions raised during the consideration of the above-mentioned policies, the Under-Secretary-General confirmed that the number of local staff who had been killed over the years was higher than that of international staff. This, in part, reflected the proportional ratio of international to local staff in the total United Nations staff count. Regarding premises, the Under-Secretary-General confirmed that while there were not enough funds available to upgrade all United Nations premises, the policy on premises was intended to provide for a balance between security risk management and the upgrades required to bring premises to at least an adequate standard, and to encourage risk-based decisions that support any requested expenditures.

18. Regarding the policy on boards of inquiry, the Under-Secretary-General pointed out that following the bombing of the Canal Hotel and the incident in Algiers in 2007, high-level panels had been convened to develop recommendations to improve the United Nations Security Management System. At the same time, the Department of Security and Safety had undertaken a review of post-incident actions and best practices by the Department of Peacekeeping Operations and the Department of Field Support, resulting in the ensuing policy. He noted that while the Secretary-General had the right to convene an inquiry following a significant security incident, there had not been a coordinated response in the event of a significant incident affecting multiple agencies, funds and programmes. This policy, which had guided the board of inquiry on the incident in Abuja, provided for this coordinated response. Participating agencies in a given board, where applicable, would share the costs of convening the board. The Under-Secretary-General also informed the Committee that the report of the board of inquiry on the incident in Abuja, although not a public document, had been shared with the executive heads of the affected agencies and that this would continue to be the case under the new policy that the executive heads of affected agencies would receive a copy of any board of inquiry report.

19. It was clarified that the policy on special events was geared primarily towards very large events, such as the Rio and climate change conferences. The policy on security training and certification would serve to address how persons are trained and ensure that training records are maintained.

20. The policy on improvised explosive devices was driven by the fact that there were United Nations personnel in conflict zones who were involved in demining and, in the process, were addressing active improvised explosive devices. This was cause of great concern, particularly as such actions could compromise the neutrality of the United Nations, which could be perceived as being party to a conflict. The policy reaffirmed the fact that mine action personnel are meant to take out of play only those mines that are no longer effectively in play, i.e. post-conflict, and forbade taking active improvised explosive devices out of service.

21. Regarding the policy on the use of armed private security companies (including the guidelines, model contract and statement of works), the Under-Secretary-General acknowledged that this issue was not without contention and had been subject to intense debate. Recognizing that private security companies were already being used in the United Nations system but that there was no policy in place to regulate their use or provide the requisite oversight, the Secretary-General's

Policy Committee had deliberated on this issue. The resulting decisions supported the use of armed private security companies as an exceptional measure after all other support options had been exhausted, i.e. host country, Member State and United Nations support. It was also recognized that there was a need to look closely at the reputational risks posed to the United Nations and at the country of operations. Subsequently, the policy and related documents, to be implemented in tandem with the existing use of force policy, had been developed in close consultation with a broad spectrum of stakeholders throughout the entire process.

22. In his closing remarks, the Under-Secretary-General thanked the Committee, the Chair and Vice-Chair for their parting comments. Recognizing that the past three and a half years had been challenging, he was honoured to have had this time in the Secretariat and also serviced over 42 agencies, funds and programmes. The Under-Secretary-General took the opportunity to remind the Committee that safety and security had not been on the agenda of CEB since 2009 and that it would have been appropriate to foresee a briefing to the Board on these matters, particularly on the policy on the use of armed private security companies.

23. The Committee:

(a) Noted with appreciation the briefing provided by the Under-Secretary-General for Safety and Security;

(b) Endorsed the policies and guidelines that had been approved by the Inter-Agency Security Management Network at its seventeenth session for inclusion in the United Nations Security Management System Security Policy Manual and the United Nations Security Management Operations Manual and for promulgation within the United Nations system, namely:

(i) Armed private security companies, the guidelines on the use of armed security services from a private security company, as well as the model contract and statement of works;

(ii) Boards of inquiry;

(iii) Security training and certification;

(iv) Special events organized or sponsored by organizations of the United Nations Security Management System;

(v) Security of United Nations premises;

(vi) Improvised explosive devices;

(c) Recalled the major contribution of the Under-Secretary-General for Safety and Security in leading, together with the former Under-Secretary-General for Field Support, Susana Malcorra, the complete overhaul and redesign of the United Nations Security Management System, in follow-up to the recommendations of the Independent Panel on the Safety and Security of United Nations Personnel and Premises Worldwide;

(d) Expressed appreciation to the Under-Secretary-General for his active and committed engagement in the works of the Committee and for his inclusiveness, consensus-building and participatory approach. The Committee wished him well in his new undertakings and his personal life.

V. Support to survivors of malicious acts and natural disasters and affected families

24. The Secretary-General's Policy Committee convened on 9 April 2012 to discuss duty of care of the United Nations system in cases of malicious acts and natural disasters, and mandated the CEB secretariat to carry out a stocktaking exercise, building on experiences across the United Nations system and drawing on feedback from survivors in order: to identify best practices, gaps and problem areas; to clarify scope; and to identify and explore differences in eligibility and coverage for different categories of personnel (staff and non-staff, international and local).

25. At its session in June 2012 the Human Resources Network agreed to build on a previous mapping exercise on insurance coverage conducted by the CEB secretariat in 2010. In addition, a questionnaire survey was launched by the CEB secretariat to obtain information on the current medical support, staff counselling services and administrative/insurance coverage.

26. The findings of the CEB stocktaking exercise, as outlined in document CEB/2012/HLCM/17, can be summarized as follows:

- Organizations with a large field presence provide more support to staff in the areas of staff counselling, medical services and insurance coverage
- More support services are made available to staff than to non-staff personnel
- Good coverage is provided through the Malicious Acts Insurance Policy.

27. The results of the survey also include tables summarizing the insurance coverage of internationally recruited, locally recruited and non-staff personnel by organization, as well as coverage gaps by organization and by type of personnel. Some best practices are also highlighted, including the system-wide coordination mechanisms through the Department of Safety and Security, the United Nations Medical Emergency Response Team and the Critical Incident Stress Management Unit and a recent joint request for proposal for a commercial insurance policy for consultants by three organizations: the United Nations Children's Fund (UNICEF), UNDP and the United Nations Office for Project Services (UNOPS).

28. The secretary of the Committee and the Co-Chair of the Human Resources Network explained that the identified gaps and best practices would serve to develop recommendations for CEB and to guide stakeholders in identifying the next steps.

29. In a first positive development since the survey was finalized, UNDP had indicated its intention to accept the leadership of the Human Resources Rapid Response Team — endorsed by the Committee in previous sessions — once an analysis of the requirements and timelines would be completed. In this regard, the United Nations Secretariat had indicated its readiness to share with UNDP its experience with the Emergency Preparedness and Support Team.

30. In recognition of the multidisciplinary nature of the issue, the questionnaire covered three main areas: staff counselling; medical support; and administrative/ insurance-related issues. Also, the analysis of the results differentiated between Headquarters-based organizations and those with a large field presence (qualified as having at least 200 personnel).

31. Findings in the area of staff counselling after a crisis situation showed that access to counselling is broader in organizations with a large field presence (13 out of 15 organizations), which are also more likely to have full-time staff counsellors.

32. Seconding the strong wish expressed by the Secretary-General to promote a culture of compassion and understanding, as well as to destigmatize mental health issues, the survey tried to analyse to what extent dedicated training efforts are undertaken in support of such an organizational culture. Results showed that most organizations offer more general training, for example to enhance communication skills and to better manage interpersonal relations, among others. Organizations with a large field presence provide more training in this area than organizations based at Headquarters. In general, organizations and their human resources offices try to develop ad hoc solutions together with affected staff members.

33. In the area of insurance, broad differences were identified among international staff, local staff and non-staff personnel in terms of coverage and compensation in similar events.

34. In the discussion that followed, the staff federations, while recognizing the possible financial implications of some measures, noted that harmonization was needed in this area and that at least a standard minimum coverage should be put in place. They also requested a better balance in the coverage for staff and non-staff. The need for long-term follow-up was also noted, and the example was cited of survivors from the bombing in Abuja still having to deal with the traumatic aftermath of that event. In that regard, the stocktaking by CEB was praised for making reference to those aspects.

35. The Committee reaffirmed the importance of this subject, in that it touched the lives of people and the trauma that families have suffered. The commitment of the Secretary-General to make progress in this area was acknowledged, as was the need to take financial implications into consideration when developing proposals.

36. Some members of the Committee noted the rationale and acceptability of business models that provide for differences between staff and non-staff, also in terms of entitlements and insurance coverage, without of course taking away the need for a minimum package.

37. The Committee recognized that this was a challenging topic but encouraged organizations to build on the momentum created by the Policy Committee and to capitalize on the in-depth data and information made available by the stocktaking exercise to develop adequate responses, which should be supported by a financial analysis. The report on the stocktaking exercise (CEB/2012/HLCM/17) was deemed a useful tool to identify areas in need for improvement and to indicate the direction for continued work mainly, but not exclusively, through the Human Resources Network.

38. The Committee also noted that UNOPS, UNDP and UNICEF were working together to develop a more comprehensive and economically sound commercial insurance for non-staff personnel, which could represent one replicable and extendable model forward to reduce costs and enhance benefits.

39. The Committee:

(a) Took note with appreciation of the stocktaking exercise completed by the CEB secretariat;

(b) Requested that organizations with coverage gaps, as identified in the report on the stocktaking exercise (see CEB/2012/HLCM/17, annex 2), in particular in cases of non-malicious acts, consider taking appropriate action to fill such gaps;

(c) Requested the Procurement Network and/or insurance units of member organizations to consider broadening the joint procurement of commercial insurance policies, in particular, and to the extent possible, for non-staff personnel;

(d) Requested that organizations undertake a review of the time needed for processing insurance claims and entitlements, identify bottlenecks and report back on their findings;

(e) Requested the Human Resources Network to continue to explore further modalities to improve support to staff and their families and to discuss this subject as a standing item on the agenda of the Network;

(f) Requested the CEB secretariat to prepare a summary of the main findings and related gaps and formulate recommendations for submission to CEB at its upcoming second regular session in 2012.

VI. Role of the High-level Committee on Management in the next phase of "Delivering as one" — quadrennial comprehensive policy review negotiations — coordination with the United Nations Development Group

40. The discussion on this agenda item focused on the role of the Committee in the next phase of "Delivering as one", on the quadrennial comprehensive policy review negotiations, as well as on coordination with the United Nations Development Group. In addition, comments were sought from Committee members on the draft management response by the Secretary-General on the independent evaluation of the "Delivering as one" pilots.

41. The Director of the Development Operations Coordination Office and the Chair of the United Nations Development Group High-level group responsible for the development of the standard operating procedures addressed the Committee to give an update on their activities and to discuss collaboration between the CEB pillars.

42. The Director of the Development Operations Coordination Office recalled the Joint High-level Mission of the Committee and the United Nations Development Group to identify bottlenecks to cooperation in business operations and the ensuing implementation plan that had been adopted and that had guided considerable and coordinated work by the two Committees since 2010.

43. The United Nations Development Group strategic plan for 2010-2012 built considerably on the implementation plan, and this provided important tools for the United Nations system to get behind the "Delivering as one" way of working in the field. Furthermore, the successful fundraising for the Plan of Action for the Harmonization of Business Practices in the United Nations System enabled the Committee to fund initiatives that improved harmonized and simplified operations in the field as well as at the system level. A great deal of work had already been completed and more was ongoing.

44. In relation to "Delivering as one", the Director of the Development Operations Coordination Office recalled that the independent evaluation of "Delivering as one" and the outcome document of the fifth High-level Intergovernmental Conference on "Delivering as one", held in Tirana from 27 to 29 June 2012, stressed the need for the formulation of policy directives, particularly on simplification and harmonization of business practices, financial management, evaluation and reporting and setting of mutual accountability.

45. The outcome document of the Tirana Conference called on the Secretary-General to mandate the Chair of the United Nations Development Group to initiate a process leading to the establishment of a framework at the Headquarters level and the formulation of standard operating procedures for United Nations country teams that voluntarily adopt "Delivering as one". The development of the standard operating procedures was therefore being undertaken by the United Nations Development Group High-level Group in collaboration with the Committee.

46. The vision of the High-level Group was to prepare a short overarching document with minimum standards for how the United Nations system would operate in "Delivering as one" countries. Those standards would be linked to existing guidance from the CEB pillars and would emphasize simplification goals. In this regard, the standard operating procedures would identify guidance that needs to be retired to clear the way for a more simplified approach to work in the field, as well as indicate what additional simplification and harmonization efforts are needed to assist in the "Delivering as one" approach.

47. The Committee and its networks would be called to provide concrete input, relevant to their operational responsibilities, to the United Nations Development Group High-level Group. The aim would be for this work to be completed by the end of the year.

48. In a letter dated 30 July 2012, the Secretary-General had requested the Chair of the United Nations Development Group to take the lead in preparing a management response to the recommendations contained in the "Delivering as one" independent evaluation report, thereby ensuring that the views of the High-level Committee on Management and the High-level Committee on Programmes are sought and included in the response. The management response would be made available to Member States during their negotiations on the quadrennial comprehensive policy review of United Nations operational activities for development.

49. Several studies and reports were completed, under the coordination of the Department of Economic and Social Affairs of the Secretariat, in preparation for the quadrennial comprehensive policy review. The outcome of the negotiations on the policy review would provide the mandate to the United Nations system and to its inter-agency coordination mechanisms to continue, adjust or reformulate their work in support of "Delivering as one".

50. In the discussion that followed, it was noted that the independent evaluation of "Delivering as one" had followed a consultative process and was very comprehensive. However, the final assessment of the evaluation was not very positive in the area of operations. Therefore, there was a clear expectation for a greater and sustained effort in the area of harmonization and simplification of business practices, even if some of the steps may prove challenging.

51. It was important that the independent evaluation had recognized that the United Nations system consists of a group of organizations with different business models, and a challenge facing the Committee would be to find at what points those models permit effective streamlining of business processes.

52. While going through this process, it was important for the United Nations system to remember the origins of the "Delivering as one" process: to adapt to specific national situations and underline the centrality of national ownership.

53. As the Committee continued its work on simplification and harmonization, it was important to note that its interests and role go beyond the "Delivering as one" approach and beyond the needs of the development system. A number of the Committee's initiatives addresses needs in other areas of the system, including in the humanitarian and field support sectors, where the Committee's guidance might be needed even more in the future. Also, some of the focus on "Delivering as one" may not fit all member organizations, depending on their mandates.

54. The core area of cooperation between the Committee and the United Nations Development Group could be identified in change management of the United Nations system. A key focus in the past two to three years had been enabling United Nations country teams to achieve better results. In looking at the experiences of the "Delivering as one" countries, challenges that had impeded results were found in all management functions — human resources, procurement, finance, and information and communications technology. However, efforts in those areas were relevant not only to development players and led to results and ongoing activities that went well beyond "Delivering as one". In fact, the work initiated through "Delivering as one" and the subsequent joint mission represented a catalyst for how the system operates in joint modes, and not only at the country level, as there is a need for consistency at the global level. In this respect, the role of the Committee was to be the global management policy forum for the United Nations system.

55. In all areas of work of the Committee, it was important for it to aim for strategic reform that can help move the system forward. At this juncture, this would likely include increased collaboration with the United Nations Development Group to ensure that obstacles facing country-level operations, including the linkage between programme and operations, would be effectively removed.

56. In the discussion of simplification and harmonization, it was noted that several small organizations had benefited greatly from the harmonization and simplification work on business practices, as it had made it easier to leverage the systems and processes of larger organizations. Although it had not always been easy for smaller entities to find their role, benefits in business operations were clear, while modes of participation had to be carefully considered.

57. Regarding coordination with the United Nations Development Group, the Committee indicated that it was important that the dialogue and joint planning continued. To do that effectively, there was a need to focus on the prioritization and sequencing of work among the different pillars and their networks and working groups. Furthermore, organizations had to collectively ensure that collaboration became "the simplest way" and that respective legal offices helped put in place these collaborative modalities. In this respect, explicit recognition of each others' processes, as was happening in the area of procurement, was a key tool.

58. As the United Nations system embarked in this effort, it would have to be more open and forthcoming with its achievements, its capacity and its ambitions. It was noted by all that the United Nations system does not communicate effectively to the outside world, including on management subjects. Better communication would also lead to stronger support from Member States, as it would make it easier for governments to work with the system.

59. The Committee:

(a) Took note of the progress made by the Committee and its networks in support of the "Delivering as one" process;

(b) Committed to continue its active engagement in work towards the harmonization and simplification of business practices in support to field operations, in response to the needs identified and in line with the outcome and recommendations of the quadrennial comprehensive policy review, when finalized;

(c) Encouraged its networks and the CEB secretariat to continue with the positive coordination with the Development Operations Coordination Office and the United Nations Development Group networks and committed to actively participate in the drafting of the standard operating procedures for countries adopting "Delivering as one";

(d) Authorized the CEB secretariat to present the introductory section, that is, paragraphs 1-5, of CEB/2012/HLCM/19 as the position of the Committee and input into the quadrennial comprehensive policy review and the "Delivering as one" processes;

(e) Agreed that the views expressed by the Committee on the draft management response to the independent evaluation of lessons learned from "Delivering as one" would be conveyed to the Administrator of the United Nations Development Group through the Director of the Development Operations Coordination Office for inclusion in a second draft that would be subject to electronic review by the United Nations Development Group, the High-level Committee on Management and the High-level Committee on Programmes, on a no-objection basis, before finalization.

VII. Internal controls, accountability and risk management frameworks

60. The Committee received a briefing on how the World Food Programme (WFP) had moved forward to strengthen its internal control and risk management processes. WFP took the opportunity to share its experiences, challenges and successes in order to make best practices and lessons learned available to all interested organizations and start developing a collective view of the United Nations system on the matter, as several member organizations of the Committee had recently engaged in the development and adoption of internal control, accountability and risk management frameworks.

61. The Committee was informed that WFP had adopted an internal control framework based on the best practice of the Committee of Sponsoring Organizations of the Treadway Commission. The objectives of managerial control at WFP were to ensure effectiveness and efficiency of operations, reliability of financial and

performance reporting, and a compliance with WFP rules and regulations. It was about "better control" and not "more control".

62. The discussion at the meeting was inspired by the presentation made by WFP and a note prepared by the World Intellectual Property Organization (WIPO) on potential questions and issues of system-wide interest. During the ensuing discussions, members highlighted challenges related to process versus substance. They noted the particular challenge to convince management that internal control and risk management was not yet another bureaucratic process. To this end, members noted the need to tailor risk management processes according to the business management models of their respective organizations. In addition, internal control and risk management processes should focus on mitigation strategies and a shared understanding among all stakeholders.

63. Some members noted the importance of integrating risk management within performance dialogue with legislative bodies and Member States and the further integration of risk management into programme planning processes. It was noted that internal control should address risks identified and a balance between financial, programmatic and delivery accountability. Various members highlighted the need to take into account the external environment and the increasing pressure to show greater accountability. It was noted that most external auditors had adopted new and extremely demanding standards, leading to questions on organizations' risk appetite, the identification of minimum standards to which organizations could subscribe, as well as possible common approaches in connection with audit and oversight matters.

64. Other members expressed the need to minimize duplication of efforts and to create a forum for exchanging experiences among organizations on internal control and risk management. Beyond processes, some members noted the need to focus on the human capital of the organizations to ensure their better financial viability as well as on training and awareness activities to ensure greater internal buy-in and deter against the internal barriers to change.

65. The Committee:

(a) Greatly appreciated the presentation made by WFP and the World Intellectual Property Organization discussion note and agreed to develop a collective discussion on this subject, along the potential questions and issues of system-wide interest, as outlined in the report on internal controls, accountability and risk management frameworks (CEB/2012/HLCM/20);

(b) Agreed to take up this subject again more comprehensively in a thematic discussion, with broader participation by any interested member organizations, at its twenty-fifth session, with input from its networks, as relevant;

(c) Requested the CEB secretariat to create and launch a dedicated virtual platform on the CEB website to facilitate an exchange of views, ideas and documentary material among member organizations.

VIII. Strategic plan for sustainability management in the United Nations system

66. The Chair referred to the letter from the Secretary-General dated 13 June 2012 to executive heads calling on CEB to jointly consider how to implement the

strategic plan for sustainability management in the United Nations system. The strategic plan was intended to strengthen efforts made to date at the individual organization and system-wide levels, in order to synergize efforts to move forward the work on internal sustainability management. The strategic plan was approved by the Environment Management Group in September 2011.

67. It was recalled that through the outcome of the United Nations Conference on Sustainable Development (Rio+20) Member States had called on the United Nations system to improve the management of facilities and operations by taking into account sustainable development practices, building on existing efforts and promoting cost effectiveness, and in accordance with legislative frameworks, including financial rules and regulations, while maintaining accountability to Member States.

68. The representative of the United Nations Environment Programme (UNEP) briefed the Committee, noting that in his capacity as Chair of the Environment Management Group, UNEP had presented a framework and a heads of agencies statement on advancing environmental and social sustainability in the United Nations system. The framework provided a holistic view of the United Nations system work from policy conception through programme implementation and internal operations management, and proposed steps for moving the United Nations towards a coherent approach to sustainability. The framework proposed: a common vision, rationale and objective; individual actions to be taken by each United Nations entity to internalize environmental and social sustainability measures; and collective actions for the system to undertake, such as knowledge-sharing, defining minimum requirements and options for common reporting.

69. The Committee noted that the United Nations system had made good progress towards environmental sustainability management, also through the climate-neutral initiative of the Secretary-General, and the establishment of a sustainable United Nations facility to coordinate and support a purpose-specific inter-agency network of over 50 entities.

70. In the ensuing discussion, members noted the need to collaborate on areas that required urgent efforts, such as energy and premises. Given the financial constraints faced by some entities, the need for a flexible, non-prescriptive and non-compulsory model was urged as well as the need for members to share their experiences in terms of sustainability management. The importance of consulting with staff was underlined, particularly on issues that affect their welfare at work.

71. While participants expressed the view that the burden of the proposals continued to rest on cost saving and improving efficiencies, they highlighted the many social benefits associated with environmental management, such as bicycling to work, as well as the benefits derived from new climate-neutral buildings.

72. The Committee:

(a) Offered some preliminary views on the United Nations Framework for Environmental and Social Sustainability and on the implementation of the strategic plan for sustainability management in the United Nations contained therein, and approved the steps proposed by the Environment Management Group to prepare for a discussion on the matter by CEB at its first regular session in 2013;

(b) Expressed concern at the financial implications that the sustainability management plan may have, and requested that discussions by the Committee at its twenty-fifth session and by CEB at its first regular session for 2013 be informed by an articulated cost-benefit analysis of the proposals that will be presented.

IX. Networks of the High-level Committee on Management

A. Human resources

73. The Co-Chair of the Human Resources Network provided the Committee with an in-depth overview of the most critical issues discussed by the Network during its twenty-fifth session and by the International Civil Service Commission (ICSC) at its seventy-fifth session.

74. Regarding the project on harmonization of vacancy announcements and the selection processes at the country level for General Service staff and National Professional Officer positions, the Co-Chair noted the importance of this initiative in the context of the positive evaluation of the "Delivering as one" pilot countries and the expansion of the "Delivering as one" approach. The memorandum of understanding with the United Nations Educational, Scientific and Cultural Organization (UNESCO), as the lead agency, was expected to be signed shortly.

75. The Co-Chair highlighted the discussions in the Human Resources Network on a proposal for a new initiative on the professionalization of the human resources function in the United Nations system. A small working group was currently exploring opportunities for strengthening and standardizing the human resources professional capacity, with a view to submitting a funding proposal to the Steering Committee of the Harmonization of Business Practices Trust Fund.

76. The Field Group, under the leadership of UNDP, continued to play a key role in the harmonization of policy interpretations when implementing special measures in crisis situations. The Group's terms of reference, which were endorsed by the Human Resources Network, included among other things, efforts to strengthen harmonization and consistency among agencies.

77. An inter-agency working group on performance appraisal had made 40 recommendations, out of which 5 "quick-win recommendations" were endorsed by the Human Resources Network in the area of: sharing compliance rates, indicators and best practices among organizations; the evaluation of staff on secondment by receiving organizations and appraisal to be shared with the parent organization; the consistent application of appraisals, in particular for new staff; and clear definition of ratings and the creation of a resource bank to share relevant materials. A resource bank on performance appraisals was being created on the website of the CEB secretariat.

1. Outcome of the seventy-fifth session of the International Civil Service Commission

78. The seventy-fifth session of ICSC was held from 9 to 20 July 2012. The Human Resources Network Co-Chair noted that the financial situation of member organizations did have an impact on the deliberations and decisions taken by ICSC. The most critical issue on the Commission's agenda was on the evolution of the United States/United Nations net remuneration margin. The post adjustment index in

New York had increased from 65.5 to 68.0 per cent which, according to the methodology, would have represented a 1.5 per cent increase in net remuneration for staff in the Professional category based in New York.

79. The Co-Chair noted that the Commission was an independent, technical body that establishes and applies methodologies to determine salaries and allowances for the United Nations common system. However, rule 33 of the Commission's rules of procedure called for seeking the views of executive heads of participating organizations on financial and administrative implications of decisions that are other than routine.

80. The Co-Chair noted that the outcome of the Commission's discussion was to give the General Assembly the opportunity to pronounce itself on an increase in post adjustment for New York that normally would have been due in August 2012. If the General Assembly did not pronounce itself, the post adjustment would be applied retroactively. The next review of post adjustment of some duty stations in Europe and duty stations outside of Europe would be held in April and May 2013.

81. Furthermore, the Co-Chair highlighted several issues that would result from the decision of the General Assembly on post adjustment in the rest of the world. If the General Assembly did not pronounce itself and the rate of post adjustment was applied retroactively, there would be no impact on duty stations outside New York. The only change would be in pension contributions, which were linked to the New York post adjustment.

82. If the General Assembly were to pronounce itself and did not grant a retroactive increase of post adjustment, the post adjustment index would be scaled back by 1.5 per cent in other duty stations. The resulting implications would mean that while salaries in New York would be effectively frozen, staff in other locations could still receive an increase, but any increase would be scaled back by 1.5 per cent. The Commission requested its secretariat to conduct a comprehensive review of the methodology underlying the post adjustment system.

83. The Co-Chair also took note of the financial implications related to education grant adjustments for 12 zones and the revisions in the normal flat rates and additional flat rates for boarding. Special measures had been maintained for schools in China, Hungary, Indonesia and the Russian Federation and for eight schools in France. Special measures had been discontinued for Romania and were introduced for Thailand, Tunisia and one school in South Africa. The Co-Chair informed the Committee that the ongoing review of the methodology for determining education grant had not been completed owing to the unavailability of information and data.

84. The Co-Chair highlighted issues related to the United Nations contractual framework, the implementation of job evaluation standards for the General Service category of staff and benefits and entitlements. On the review of the implementation of the three types of United Nations contracts, the Co-Chair noted that organizations were not required to implement all three types of appointments but could implement any combination of the defined contract types in accordance with the needs of their respective organizations. Some issues of particular concern to conditions of service for field staff, such as danger pay, which had replaced hazard pay, were on the agenda of the Commission, but had not been discussed. The Commission would revisit those issues at its seventy-sixth session.

85. The Vice-Chair of ICSC complemented the briefing by the Co-Chair of the Human Resources Network by noting that the Commission had decided to start a review of common system compensation packages, including post adjustment. The Commission had decided to use a comprehensive approach, taking into account the evolving needs of the organizations of the United Nations system. To this end, discussions would start next year, in which the Vice-Chair requested the cooperation of all organizations.

86. In the ensuing discussion, Committee members expressed their disappointment that ICSC had not taken up discussion of issues related to conditions of service for staff in the field, such as danger pay and the rest and recuperation entitlement. Since the removal of the special operations living allowance, ample evidence had shown that there was a lack of utilization of the rest and recuperation entitlement due to the lack of daily subsistence allowance. The Commission was urged to take up those issues at its earliest convenience given their importance to staff serving in difficult duty stations. Committee members also noted the need to work together in sharing data on issues affecting staff in difficult duty stations to contribute to future discussions of ICSC.

87. Several members affirmed that Member States were expressing negative views on the benefits package of the organizations of the United Nations system in connection with the current global financial climate. Committee members stressed the need to develop better communication strategies in explaining to Member States and the broader public the benefits package of the United Nations system, including the principles that enshrine the international civil service.

2. Inter-agency mobility: Inter-Organization Agreement Concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances and incentive mechanisms for Resident Coordinators

88. The Committee noted that the Inter-Organization Agreement, reinstated as of 1 January 2012, had been ratified by all member organizations of the Human Resources Network.

89. The Human Resources Network Co-Chair noted that at its meeting in June 2012, the Network had considered the note by the United Nations Development Group Working Group on Resident Coordinator Issues on incentive mechanisms for Resident Coordinators and had approved option 2 contained therein, that is, "for all organizations, mandatory right of return for Resident Coordinators to their home agencies and, to the extent possible, retention of grades received while serving as Resident Coordinators". Committee members expressed their support for this option and noted that the working group formed by the Human Resources Network was distinct from the Resident Coordinators Working Group.

90. In furtherance of this issue, a Working Group of the Human Resources Network on inter-organization mobility was established on 12 September 2012. The Working Group would operate under the leadership of UNAIDS and currently comprises 11 organizations. It would build on previous work carried out by UNICEF and the United Nations Secretariat, starting with a compilation of current mobility practices by organization. It would also undertake a review of current inter-agency mobility practices to identify bottlenecks and solutions for a full implementation of the newly adopted Inter-agency Agreement, as well as explore and propose non-financial

incentives for Resident Coordinators, in collaboration with the United Nations Development Group.

3. Mandatory age of separation

91. At its session in July 2012, the United Nations Joint Staff Pension Board concluded that it was ready to increase the normal age of retirement for new participants in the Fund with effect from not later than 1 January 2014. The Board considered that this was the priority among various other actions that could be taken by the Board to ensure the long-term sustainability of the Fund. In the light of its readiness to decide to raise the normal age of retirement, the Board urged ICSC and organizations participating in the Pension Fund to immediately raise the mandatory age of separation to 65 years for new staff of the organizations participating in the Fund.

92. The Committee heard a briefing by the Chair of the Committee's Working Group on the Mandatory Age of Separation, seeking the views of Committee members on whether, in view of the latest developments, it was felt that there was a need to coordinate the implementation of the mandatory age of separation by the organizations and whether the Committee wished to instruct its networks on whether and/or how to engage in the forthcoming discussions with ICSC.

93. Various discussions had been held on the mandatory age of separation since the twenty-third session of the Committee. ICSC had decided to support the request of the Pension Board to the General Assembly to increase the normal age of retirement for new staff to age 65 and to "request its secretariat to work with organizations and staff representatives to prepare a strategic review of the implications of applying the increased mandatory age to current staff members". The question of the increase of the normal age of retirement would be considered and decided on by the General Assembly during its sixty-seventh or sixty-eighth session with a view to the implementation of an amendment to the Fund's Regulations with effect from 1 January 2014. Organizations had been notified that they had until that date to modify their Staff Regulations in order to align their mandatory age of separation with the new normal age of retirement for staff joining the system after 1 January 2014. In the meantime, organizations would have the opportunity to discuss with ICSC any issues related to the mandatory age of separation with respect to staff in service prior to 2014.

94. Committee members noted that it was important to synchronize the mandatory age of separation and normal age of separation and indicated their plan to pursue this issue through their governing bodies. All members noted the need to respect the rights of current staff while pursuing the implementation of the proposed new mandatory age of separation, as well as the need to keep staff informed, particularly on how the new regime may affect them.

95. The staff federations of staff associations reiterated the positive indication received from their constituencies with respect to the possible increase of the mandatory age of separation to age 65 for current staff as well, while respecting all acquired rights.

96. The Committee:

(a) Expressed appreciation to the Human Resources Network for the extensive work undertaken and took note of the briefing provided on the outcome of

the seventy-fifth session of ICSC and of the twenty-fifth session of the Human Resources Network;

(b) Thanked the ICSC Vice-Chair for informing the Committee about the forthcoming review of United Nations conditions of service and for his invitation to organizations of the Committee to take active part in it, and indicated that the process and timetable of the planned review, including the modalities foreseen to involve all relevant stakeholders in it, should be articulated in detail and communicated as soon as possible;

(c) Took note of the ratification of the revised Inter-Organization Agreement and requested consistent application of the revised Agreement by all organizations;

(d) Endorsed the decision of the Human Resources Network to agree to option 2 of the United Nations Development Group discussion note on incentive mechanisms for Resident Coordinators, namely: "for all organizations, mandatory right of return for Resident Coordinators to their home agencies and, to the extent possible, retention of grades received while serving as Resident Coordinators";

(e) Endorsed the decision by the Network to undertake a review of current inter-agency mobility practices to identify bottlenecks and solutions for a full implementation of the newly adopted Inter-Organization Agreement, as well as to explore and develop proposals on non-financial incentives for Resident Coordinators, in collaboration with the United Nations Development Group;

(f) Requested the Human Resources Network to report back to it on progress in the application of the Agreement and the implementation of the decision regarding Resident Coordinators by September 2013;

(g) Encouraged member organizations to consider and launch any necessary processes within their respective governing bodies as well as any organizational and procedural adjustments to raise the mandatory age of separation to age 65 years for new staff members once the General Assembly decides on this matter;

(h) Decided that the participation by member organizations of the Committee in the forthcoming strategic review by the ICSC secretariat of the implications (including cost-benefit analyses, financial aspects, succession planning, after-service health insurance and any other relevant issues) of applying the increased mandatory age to current staff members should take place through the Human Resources Network and through the Chair of the Working Group on the Mandatory Age of Separation, which would continue its study and analysis of the matter.

B. Finance and budget

1. Update by the Finance and Budget Network on its current priority activities

97. The Co-Chair of the Finance and Budget Network briefed the Committee on the current priorities and recent achievements of the Network.

98. The Financial Statistics Database and Reporting System project, funded through the High-level Committee on Management Trust Fund for Business Practices, was nearing completion, providing online, comprehensive and reliable one-stop access to financial information on the budgets, expenditures, sources and overall usage of resources allocated to the entire United Nations system. Results

achieved also include: improvement in the consistency of data collection; the provision of more timely consolidated financial data, analysis and reports for various stakeholders; and the integration of existing databases and elimination of data-collection overlaps, with corresponding reduction of workload for agencies. Upon its completion, the Financial Statistics Database will be made available on the website of CEB.

99. The Common Treasury Services project was making considerable progress in all four functional areas as already approved by the Committee (banking services, foreign exchange management, investments and payments), leading towards the realization of improved United Nations operational treasury practices. In particular, a project on Banking Services was aimed at enhancing operations throughout the United Nations system and also at strengthening the overall bargaining position of the United Nations with banks and counterparts. A second project on Foreign Exchange Management was expected to improve foreign currency management within the organizations that are heavily involved in currency exchanges and replenishments in field offices. In 2011, for the 12 United Nations agencies participating in this initiative, foreign exchange gains amounting to the equivalent of $20 million were generated, deriving from the difference of the competitive foreign exchange rates obtained versus the prevailing United Nations operational rate of exchange. In terms of the return on investment of approximately $700,000 made by the Committee and donors with the study on treasury services conducted by the consultancy firm KPMG, this initiative had paid back 10 times in only one year. Also, those savings represented real cash, which resulted in increased resources for programmatic activities.

2. Safety and security costs: 2010-2011 and 2012-2013 cost-shared budgets

100. The Committee was informed that the Finance and Budget Network had agreed that its Working Group on Safety and Security Costs, led by WFP, would continue to pursue alternative approaches for cost-sharing mechanisms related to the United Nations Security Management Systems aimed at enhancing the transparency, fairness and equitability of such mechanisms and processes. The timeline and deliverables towards the completion of this exercise would be discussed at a forthcoming videoconference of the Working Group.

101. The Co-Chair of the Finance and Budget Network noted that the decisions of the Network on the 2012-2013 and the 2014-2015 jointly financed activities of the United Nations Security Management System, as reflected in document CEB/2012/HLCM/FB/17, had been made at the conclusion of more than one year of extremely contentious discussions. They represented a balanced outcome, which also looked constructively at improving how those jointly financed activities are budgeted for and apportioned among organizations.

102. That exercise had led to a clear sense that there was a need for more transparency. A great deal of progress had been achieved, but more was needed, particularly in relation to the use of realistic vacancy rates in budgeting for cost-shared security costs. For this purpose, the Network had established a working group, to be led by the United Nations Population Fund (UNFPA), to review the governance and process related to the development and approval of budgets for jointly financed activities and, specifically, the jointly financed United Nations Security Management System.

103. In the discussion, it was recognized that organizations have different methodologies for budgeting and that many do not have the flexibility to increase funding for joint activities once their biennial budgets have been approved. However, a constructive conclusion had been reached.

3. International Public Sector Accounting Standards Task Force

104. The Committee received a presentation by the Chair of the International Public Sector Accounting Standards (IPSAS) Task Force on the current status of implementation and adoption. He noted that 11 organizations had completed their IPSAS implementation successfully, with two organizations issuing their financial statements under IPSAS for the first time and receiving an unqualified audit opinion. Most of the implementers were now engaged in various post-implementation activities and were facing different challenges during the post-implementation phase.

105. Overall, organizations reported that multiple benefits of IPSAS had been realized to date and that additional benefits were anticipated. The organizations continued to benefit from the lessons learned by sister organizations, shared both bilaterally and through the Task Force.

106. The system-wide IPSAS project team continued to support implementation and post-implementation of the Standards in the United Nations system. The key areas of work performed by the team included: facilitation and communication; monitoring of IPSAS Board activities; coordination of accounting diversity; and providing guidance and support.

107. The project's current term would run until the end of 2013, with the presumption of continuation until 2015. The Committee had requested that a review of system-wide IPSAS-related activities be undertaken before the end of 2013 to determine the way forward for the project. The report of the Task Force therefore included the recommendations of an internal review of the system-wide IPSAS project for continuation beyond 2013.

108. The Chair of the Task Force noted that although the resource requirements for the system-wide IPSAS project for 2014-2015 were $1.562 million, funding requirements for 2014-2015, expected to be billed to Task Force members, would be only $862,000, as the budgetary requirements would be partially funded from savings from prior years.

109. A number of issues in relation to IPSAS were noted. For example, the Finance and Budget Network was conducting in-depth analyses of after-service health insurance liabilities, which were also under close scrutiny by the Panel of External Auditors. The various stakeholders involved in the move to IPSAS were appreciating the fact that, when moving to IPSAS, even for organizations that have the same accounting principles, IPSAS statements can vary owing to the differences in business models. IPSAS interpretations drive differences, and the Task Force was trying to arrive at common definitions where business models are the same. The Technical Group of the Panel of External Auditors was committed to supporting organizations in first reaching IPSAS compliance, and then addressing any open issues with respect to interpretations and different business models.

110. Organizations expressed the need to recognize that IPSAS implementation had cost implications, which would need to be captured and factored into budgets. In

relation to benefits from IPSAS, there was a general feeling that it would take time for their adoption to be accommodated and absorbed before visible benefits could be realized. A sensitive communication strategy on this issue would have to be put in place in each organization for auditors and other stakeholders.

111. The Committee:

(a) Took note with appreciation of the progress in the Network's activities; commended the valuable results in terms of improved transparency and savings achieved through the Foreign Exchange Treasury project and the United Nations Financial Statistics Database and Reporting System; and, encouraged its members to actively engage in the implementation projects on Common Treasury services;

(b) Endorsed the Network's decisions on the jointly financed activities of the United Nations Security Management System, as agreed at the meeting of 12 and 13 September 2012 and reflected in the excerpts from the report on the conclusions of the meeting (CEB/2012/HLCM/FB/17);

(c) Noted the need for and requested the Network to provide a review and address the structural budgetary issues currently preventing a viable and sound process for the budgeting of jointly financed costs by member organizations of the United Nations Security Management System, and agreed that the General Assembly report presenting the proposed programme budget for the Department of Safety and Security for the biennium 2014-2015 should state that not using realistic vacancy rates would have an adverse impact on the budgets of other member organizations of the United Nations Security Management System;

(d) Requested the Network to continue its consideration and analysis of after-service health insurance liabilities and accrual budgeting, the latter in particular with respect to capital expenditure;

(e) Approved the continuation of the system-wide IPSAS project until the end of 2015 at a reduced resource level of $1.562 million, consisting of one staff member at the P-5 level, one at the P-4 level and one General Service staff member, supplemented by the use of consultants;

(f) Requested another review before the end of 2015 for institutionalizing the support for continued IPSAS compliance through a further reduced team under the CEB framework;

(g) Noted the need to communicate the cost implications of the adoption of IPSAS, as well as the realistic projected timing of the realization of benefits that IPSAS will generate;

(h) Noted that IPSAS accommodates diversity of business models among implementing organizations and that such flexibility should be recognized within the United Nations system.

C. Information and communications technology

1. Briefing by the Network on its current priority activities

112. The Information and Communications Technology Network continued to focus its activities in the priority areas of cybersecurity, data communications, enterprise resource planning process harmonization, ICT costing and country-level ICT

harmonization and standardization. In addition, the Network had reviewed its working methods to ensure a more effective interaction among its membership and had begun to explore the value of a system-wide strategic framework, intended to guide agency ICT directions for the next few years.

113. On behalf of the Chair of the ICT Network, the Senior Adviser on Information Management Policy Coordination of the CEB secretariat informed the Committee about current activities in those areas, noting that the ICT Network had held its first virtual meeting at the end of the previous week. This meeting, deemed a success by its participants, had utilized technology implemented by the International Telecommunication Union (ITU) which allowed remote participants to have a much more interactive experience than would otherwise have been possible using either a straight videoconference or teleconference. The meeting had focused on two issues: the upcoming World Conference on International Telecommunications; and the development of a system-wide strategic framework for ICT. In his presentation, the Senior Adviser noted that the outcome of the World Conference, while not directly related to the activities of the Network, could nevertheless have an impact on how the world moves forward with telecommunications and ensures freedom of access.

114. On cybersecurity, the Network had been making progress in the areas of standards, policies, awareness and incident response and would have an opportunity to move forward in those and other areas at its ICT Network Information Security Symposium in 2012, conducted by ITU and hosted by the International Labour Organization during the first week of October. This event, which would bring together the chief information security specialists from across the United Nations system, would expand the collaboration and information-sharing potential among a broad range of institutions and would include, for the first time, specialists from international financial institutions as well as noted experts in the industry, such as Eugene Kaspersky, the principal of Kaspersky Labs, one of the world's most respected cybersecurity companies.

115. On data communications, the Senior Adviser noted that progress on the two major initiatives of the Network, the United Nations core gateway and the implementation of Internet Protocol version 6, was proceeding slowly owing to limited dedicated resources, but that common procurement of terrestrial and satellite communications services was proceeding. In the area of enterprise resource planning, the two special interest groups within the Network had held their first joint meeting, at which they had explored ways they could work together, focusing on a range of issues, including data warehousing and business processes. The ICT costing project, which had been reported on to the Committee at past sessions, was reaching its concluding stages, and the Network was considering ways to sustain that effort.

116. Within the area of country-level ICT coherence, the Network had integrated lessons learned from the implementation in Mozambique of a shared ICT infrastructure during a recent high-level ICT mission to Zimbabwe. That mission recommended that country teams focus their ICT activities on strengthening business solutions and utilize as much as possible local, commercially available ICT infrastructure services for areas such as data communications. Finally, the Senior Adviser noted several changes to the working methods of the ICT Network, including meeting more frequently through the use of virtual meeting technologies

as well as beginning to explore a strategic framework that could help guide the development of a coherent approach to ICT across the United Nations system.

117. ITU called on agencies to monitor the outcome of the World Conference on International Telecommunications in December, noting that significant misinformation had circulated about the objectives of the congress, which were about the free flow of information, the development of broadband systems and ensuring affordable access. Others noted that cybersecurity remained an important area, as was the need to mainstream ICT into programmatic areas, while remaining focused on the interoperability of enterprise resource planning, and resisting unrealistic calls for implementing a single enterprise resource planning system for the United Nations.

2. Internet Corporation for Assigned Names and Numbers

118. The Committee was informed that the Internet Corporation for Assigned Names and Numbers had begun the process of expanding the names used for its generic top-level domains. Without some action by the Corporation to block the use of names and acronyms of intergovernmental bodies, the costs for protecting those names could be very high for agencies. The briefing note (CEB/2012/HLCM/HR/25) provided a description of the background and main issues confronting organizations of the system. Key risks for organizations stemmed not from the registration of new generic top-level domains, but in the costs involved in monitoring and addressing the use of the names and acronyms of intergovernmental bodies at the second level, should the Corporation decide not to protect them. A meeting of the Internet Corporation for Assigned Names and Numbers board would take place in October, and this issue might be addressed there. The Committee was advised to work with their legal, ICT and public information offices to monitor developments at the Corporation and to take action recommended by those departments. In addition, the Committee members were informed that, should the Corporation decide not to protect those names at the second level, they may wish to include in the budgets of relevant departments (legal, public information, ICT) the costs associated with monitoring and taking action should their name or an acronym associated with their organization be used at the second level without their permission.

119. The Chair of the Committee reiterated the importance of this issue, and the Director of the CEB secretariat indicated that this issue had been raised with the Chair of the Administrative and Budgetary Committee of the General Assembly. Some organizations noted that this was an instance in which decisions by a body such as the Internet Corporation for Assigned Names and Numbers, which operates outside the global governance environment, can have an effect on intergovernmental agencies and, in that connection, suggested that the World Conference on International Telecommunications might be an opportunity to raise this point.

120. The Committee:

(a) Took note with great appreciation of the current activities of the ICT Network, and underlined the need to focus on interoperability of enterprise resource planning systems and not on a single system;

(b) Noted the importance of the ongoing developments related to the protection of generic internet domain names of the United Nations system and the

seriousness and adverse budgetary impacts that such protection might entail for United Nations system organizations. The Committee encouraged organizations to follow closely the discussion of respective legal offices with the Internet Corporation for Assigned Names and Numbers, and asked ITU to raise this topic at the upcoming World Conference on International Telecommunications.

D. Procurement

1. Overview of the activities of the Procurement Network

121. The Chair of the Procurement Network offered a detailed overview of the work undertaken by the Network working groups and projects, as a follow-up to the Committee's request that it provide regular updates on their activities.

122. The Chair of the Network noted that the increasing ability of the members of the Network to collaborate effectively was seen as the key to being able to deliver effective and efficient procurement in the United Nations system, especially given the considerable overall size of procurement volume for goods and services of the United Nations system, and despite its decrease during 2011 to $14.3 billion from $14.5 billion in 2010. The decrease was the first recorded in the annual reporting on United Nations procurement volume since 2002.

123. In 2011, United Nations procurement from developing countries and countries with economies in transition increased by $126 million over 2010, further building upon the $826 million increase from 2009 to 2010. This represented a share increase of 57.7 per cent in 2010 to 59.7 per cent in 2011. Procurement in industrialized countries decreased from 41.7 per cent in 2010 to 39.2 per cent in 2011.

124. The Network assured the Committee that efforts on collaborative procurement at headquarters duty stations were ongoing. Examples of successful procurement collaboration at headquarters locations included the Common Procurement Activities Group in Geneva, composed of 15 organizations, which had achieved efficiencies and cost avoidance of more than $30 million in 2011. The Common Procurement Team in Rome, composed of three organizations, had achieved efficiencies and savings in the region of $1 million in 2010. The Harmonization Working Group was also gathering data on savings realized through common procurement initiatives at the field level.

125. One of the key areas of work for the Network as it moved forward was accurate and harmonized measurements. In this regard, the Procurement Network would be undertaking a review of terminology and methodology for determining benefits, with the objective of giving organizations an effective measure of the value that procurement brings in a manner that could stand up to scrutiny. The study will concentrate on areas where sustainable and mutually agreed to balanced metrics scorecards can be found and will look at criteria such as effectiveness, market price, key performance indicators, avoidance of driving suppliers out of the market and value for money.

126. The successful completion of the first phase of the harmonization project was reported, with deliverables including revised and simplified inter-agency guidelines for procurement in the field titled "Common United Nations Procurement at the Country Level", as well as a series of criteria that would simplify cooperation in the field, which would have to be included in organizations' internal regulatory

framework. The Network also endorsed the development of standardized content for United Nations procurement manuals and recommended to its members that they adopt such content in their procurement manuals over time and as appropriate. An overview report on the activities of the Network (CEB/2012/HLCM/HR/22) reflected the status of implementation of all recommendations, which was being monitored on a semi-annual basis.

127. The harmonization working group had also created a common glossary of terms for use by procurement practitioners. The creation of such a glossary would improve the possibilities for collaboration both in the field and at the Headquarters level. The group intended to update the United Nations Procurement Practitioner's Handbook, which would include the glossary and would further enhance the ability to cooperate.

128. The harmonization working group continued to liaise with training focal points of Procurement Network member organizations to include the "Common United Nations Procurement at the Country Level" and the developed training material into agency-specific procurement training courses and certification programmes.

129. The Network would seek funding from the Harmonization of Business Practices Steering Committee for the proposed Harmonization Project Phase II, which had both a Headquarters and a country-level component. The objectives of Phase II of the project would be to: scale up implementation of common procurement at the field level; revise the content of the Procurement Practitioner's Handbook; assess harmonization of specific procurement-related documents (solicitation documents, contract templates, general terms and conditions); and follow-up on implementation of decisions of earlier project phases.

130. With regard to the implementation of the Model Policy Framework for Vendor Eligibility, four organizations have adopted it (United Nations Secretariat, UNDP, the Food and Agriculture Organization of the United Nations (FAO) and UNFPA — there were two in March 2012), while 14 agencies have indicated that consultations were under way.

131. The ongoing Collaborative Procurement of Vehicles project funded under the harmonization of business practices had started, and the data-gathering phase had been completed. The Chair noted that the United Nations system spends $300 million annually on vehicles and that there had been no major attempts to consolidate volumes. This project was expected to yield between 1 to 20 per cent of savings, depending partially on participation.

132. A harmonization of business practices proposal on reforming the common vendor registration process of the United Nations Global Marketplace was presented to the Procurement Network at its eleventh meeting, held in Jordan, and was unanimously endorsed by the membership of the United Nations Global Marketplace and the Procurement Network. The High-level Committee's Steering Committee for the Harmonization of Business Practices approved the financing of the project in June 2012. A memorandum of agreement was under finalization. This project aimed at solving issues of mortality rate, backlog, response time, as well as manual check in basic registrations. The project was set to kick off in October 2012 and to be completed by September 2013.

133. In other collaborative procurement initiatives, the Procurement Network had just completed a cargo and warehouse insurance procurement project led by UNDP

and that included requirements of UNOPS, UNICEF, UNFPA and FAO. The results of the tender had led to savings of between 21-41 per cent for UNICEF and 61-77 per cent for the other four agencies. The annual premiums were reported to be 53 per cent lower than the current premiums, with savings of $1.8 million.

134. Finally, following the results of a survey on the interest to undertake collaborative procurement on ICT goods and software, a major area of expenditure for most organizations, the Procurement Network had decided to approach the ICT Network to explore the feasibility of such work.

135. In the ensuing discussion, the Committee recognized the considerable work completed and indicated that it could be time to come up with new challenges for the Network. Specifically, the Network could start looking at sustainability issues, in full observance of the outcome of ongoing intergovernmental processes on this topic.

136. Many members acknowledged that the investments by the High-level Committee into procurement initiatives had been considerably useful, particularly for smaller organizations that had benefited tremendously from the collaborative work. Therefore, the follow-up to the harmonization project was seen as particularly important.

137. The Committee:

(a) Took note with appreciation of the report by the Procurement Network and of the commendable results achieved, and recommended that efforts be intensified to deliver cost savings and improved effectiveness through joint and collaborative procurement initiatives;

(b) Commended the Network on the successful completion of the Harmonization Project, endorsed its continuation and requested the Network to continue to report progress on the implementation of the project recommendations;

(c) Requested the Network to explore ways for the United Nations system to leverage on its considerable total spending to advance the adoption and enforcement of sustainable procurement principles, in particular in the areas of vehicles, ICT, premises, travel, and hotels and events.

X. Open session

138. The discussions undertaken during this session were of a confidential nature; therefore, they are not reflected in the meeting report, which records only its agreed conclusions, as follows.

139. The Committee decided that the CEB secretariat would undertake consultations with member organizations of the High-level Committee on Management and develop a strategic plan for the next three to five years, with specific focus on the need to prepare and conduct discussions of strategic nature on subjects of key relevance for the most senior managers of the United Nations system organizations.

140. The plan would also include proposals for revised working arrangements for meetings of the High-level Committee on Management, would address the relationship with the United Nations Development Group and the High-level

Committee on Programmes, as well as with the networks of the High-level Committee on Management, and would address the issue of format and timeliness of documentation.

141. The working arrangements will respond to some criteria as already formulated by the Committee, namely:

(a) The High-level Committee on Management will provide strategic guidance to its Networks on priorities and objectives to focus on, and will empower the Networks to take decisions on its behalf;

(b) Organizations will ensure representation in Network meetings at a level with full decision-making authority in the respective domains;

(c) Networks' reporting to the Committee will be streamlined through virtual clearance of decisions already agreed, with face-to-face review of subjects only that are of a strategic and/or a contentious nature;

(d) Network meetings will be scheduled sufficiently in advance of sessions of the High-level Committee on Management to allow for proper reporting to the Committee;

(e) The High-level Committee on Management will ensure accurate coordination with mechanisms of the United Nations Development Group in the development and implementation of respective programmes of work.

142. The development of the Committee's Strategic Plan will take place within a timeline that would allow this work to be informed by the outcome of the quadrennial comprehensive policy review negotiations, and to feed its results into the ongoing second phase of the CEB review, which is expected to be completed by the Board's first regular session in 2013.

143. The Committee will endeavour to convene a retreat in the month of January 2013, to review the draft strategic plan and working arrangements and formulate its input in the CEB review. The Plan and working arrangements would be subsequently finalized for approval of the High-level Committee on Management at its twenty-fifth session, in 2013.

Annex I

List of participants

Chair:	Francis Gurry, World Intellectual Property Organization
Vice-Chair:	Jan Beagle, Joint United Nations Programme on HIV/AIDS
Secretary:	Remo Lalli, CEB secretariat

Organization	
United Nations	**Yukio Takasu** Under-Secretary-General for Management
	Gregory Starr Under-Secretary-General for Safety and Security
	Mbaranga Gasarabwe Assistant Secretary-General, Department of Safety and Security
	Catherine Pollard Assistant Secretary-General, Office of Human Resources Management/Human Resources Network Co-Chair
	Gina Casar Assistant Secretary-General and Controller
	Chandramouli Ramanathan Deputy Controller/Chair of IPSAS Task Force
	Pedro Guazo Director, Accounts Division
	Donna Marie C. Maxfield Chief of Staff, Department of Peacekeeping Operations/Department of Field Support
	Anne Marie Pinou Special Assistant to the Under-Secretary-General for Safety and Security, secretary of the Inter-Agency Security Management Network and Officer-in-charge of Policy, Planning Unit
	Ruth de Miranda Chief, Human Resources Policy Service
ILO	**Greg Vines** Deputy Director-General for Management and Reform
FAO	**Nick Nelson** Assistant Director General, Corporate Services, Human Resources and Finance Department

Organization	
UNESCO	**Getachew Engida** Deputy Director General
	Ana Luiza Thompson-Flores Director, Human Resources Management/Human Resources Network Co-Chair
International Civil Aviation Organization	**Fang Liu** Director, Bureau of Administration and Services
World Health Organization	**Mohamed Jama** Assistant Director General, General Management
Pan American Health Organization	**Guillermo Birmingham** Head of Administration
World Bank	**Trikkur V. Somanathan** Director, General Services Department
	Jeffrey Culver Head of Corporate Security and Business Continuity
	Adeyinka Okuwoga Manager, General Services Department, Support Services
	Vivek Chaudhry Manager, General Services Department, Strategy and Finance
International Monetary Fund	**Frank Harnischfeger** Director, Technology and General Services Department
ITU	**Julia S. Watt** Chief, Human Resources Management Department
World Meteorological Organization	**Joachim Müller** Director, Resource Management Department
WIPO	**Francis Gurry** Director General/Chair of the High-level Committee on Management
	Ambi Sundaram Assistant Director General, Administration and Management
	Chitra Narayanaswamy Director, Resource Planning, Programme Management and Performance Division
International Fund for Agricultural Development	**Lakshmi Menon** Head of the Corporate Services Department
United Nations Industrial Development Organization	**Sotiria Antonopoulou** Director, Human Resources Management Branch and Deputy to the Managing Director

Organization	
International Atomic Energy Agency	**Janice Dunn Lee** Deputy Director-General and Head of Management
World Tourism Organization	**José G. Blanch** Director, Administration and Finance
UNAIDS	**Jan Beagle** Deputy Executive Director, Management and External Relations, Vice-Chair of the High-level Committee on Management
UNDP	**Jens Wandel** Assistant Secretary-General, Assistant Administrator and Director, Bureau of Management, Co-Chair of the United Nations Development Group Joint Funding and Business Operations Network
	Darshak Shah Deputy Assistant Administrator, Deputy Director, Chief Financial Officer, Co-Chair of Finance and Budget Network
	Irina Stavenscaia Management Specialist, Bureau of Management
UNICEF	**Martin Mogwanja** Deputy Executive Director
	Lori Issa Coherence Specialist, Office of United Nations and Inter-Governmental Affairs
WFP	**Robert Opp** Director, Business Innovation and Support
UNFPA	**Anne-Birgitte Albrectsen** Deputy Executive Director (Management)
	Subhash K. Gupta Director, Division for Management Services, Chair of the United Nations Development Group High-level Group for Standard Operating Procedures
UNRWA	**Neil Ashcroft** Acting Director, Administrative Support Department
Office of the United Nations High Commissioner for Refugees	**T. Alexander Aleinikoff** Deputy United Nations High Commissioner for Refugees
United Nations Human Settlements Programme	**Cecilia Martinez** Director of the UN-Habitat Office, New York
United Nations Office at Vienna/United Nations Office on Drugs and Crime	**Dennis Thatchaichawalit** Director, Division for Management, United Nations Office at Vienna and United Nations Office on Drugs and Crime

Organization	
UNEP	**Christophe Bouvier** Chief, Office for Operations
UNOPS	**Vitaly Vanshelboim** Deputy Executive Director
United Nations Conference on Trade and Development	**Adnan T. Issa** Chief, Resources Management Service
ITC	**Eva K. Murray** Director, Division of Programme Support
UN-Women	**Giovanie Biha** Director, Division of Management and Administration
United Nations Office at Geneva	**Boi-Lan Lemoine** Deputy Chief, Purchase and Transportation Section, Chair of Procurement Network
United Nations Development Operations Coordination Office	**Deborah Landey** Director
CEB	**Thomas Stelzer** CEB secretary and Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, Department of Economic and Social Affairs
CEB secretariat	**Simona Petrova** Director
	Remo Lalli Secretary, High-level Committee on Management
	Phyllis Lee Secretary, High-level Committee on Programmes
	Ronny Lindstrom Senior Adviser on Harmonization of Business Practices
	Ken Herman Senior Adviser on Information Management Policy Coordination
	Yasin Samatar Inter-Agency Officer, High-level Committee on Programmes
International Organization for Migration	**Laura Thompson** Deputy Director-General
World Trade Organization	**Mira Bacelj** Director, Human Resources Division

Organization	
ICSC	**Wolfgang Stoeckl** Vice-Chairman
FICSA	**Mauro Pace** President
CCISUA	**Phocus Ntayombya** Chair, UNICEF Global Staff Association
United Nations International Civil Servants Federation	**Dimitri Samaras** President **Stephan Flaetgen** First Vice-President of Staff Council

Annex II

Checklist of documents

Title	*Document symbol*
Revised provisional agenda	CEB/2012/HLCM/15/Rev.1
Provisional programme of work	CEB/2012/HLCM/15/Add.1
Inter-Agency Security Management Network — proposed policies	CEB/2012/HLCM/16
Inter-Agency Security Management Network — guidelines (armed private security)	CEB/2012/HLCM/16/Add.1
Inter-Agency Security Management Network policy and guidelines on special events	CEB/2012/HLCM/16/Add.2
Inter-Agency Security Management Network policy on improvised explosive devices	CEB/2012/HLCM/16/Add.3
Stocktaking exercise — support to survivors and affected families	CEB/2012/HLCM/17
Stocktaking exercise — compilation of responses from organizations	CEB/2012/HLCM/17/Add.1
Decisions of the Policy Committee of 9 April (*confidential*)	–
Status of discussion related to the simplification and harmonization of business practices for operational activities: the quadrennial comprehensive policy review and "Delivering as one" — includes excerpts from:	CEB/2012/HLCM/18
– report of the independent evaluation of lessons learned from "Delivering as one"	–
– outcome document: Tirana high-level Inter-Governmental Conference on "Delivering as one"	–
– report of the Secretary-General on the quadrennial comprehensive policy review	–
Addressing country-level bottlenecks in business practices	CEB/2010/HLCM-UNDG/1
Role of the High-level Committee on Management and achievements in simplification and harmonization of business practices	CEB/2012/HLCM/19
Draft Management Response to recommendations in the Delivering as One Independent Evaluation Report	–
Compilation of preliminary comments provided electronically	CEB/2012/HLCM/24

Title	*Document symbol*
Internal controls, accountability and risk management frameworks	CEB/2012/HLCM/20
Environment Management Group — Strategic plan for sustainability management in the United Nations system	CEB/2012/HLCM/21
Report of the Human Resources Network meeting (27-29 June 2012)	CEB/2012/HLCM/HR/28
Inter-Organization Agreement Concerning Transfer, Secondment or Loan of Staff among the Organizations Applying the United Nations Common System of Salaries and Allowances (ratified)	–
Note by the United Nations Development Group Working Group on Resident Coordinator system issues on incentive mechanisms for Resident Coordinators	–
Note by the Working Group on the Mandatory Age of Separation in the light of the conclusions of the Board of the United Nations Joint Staff Pension Fund regarding normal age of retirement	CEB/2012/HLCM/23
United Nations Security Management System 2010-2011 and 2012-2013 cost-shared budgets (Finance and Budget Network conclusions)	CEB/2012/HLCM/FB/17
Progress report from the IPSAS Task Force	CEB/2012/HLCM/FB/13/Rev.1
General Top Level Domains	CEB/2012/HLCM/25
Overview of activities of the Procurement Network	CEB/2012/HLCM/22
Update on programme criticality	CEB/2012/HLCM/XXIV/INF.1

Annex III

Statement by the Coordinating Committee for International Staff Unions and Associations of the United Nations System

Mr. Chairman, ladies and gentlemen, once again let me begin by thanking the High-level Committee on Management for giving the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) the opportunity to dialogue with you. While CCISUA is grateful that the Staff Federations are invited to participate in a number of agenda items, from the outset CCISUA wishes to reiterate that the situation could be further improved and nothing less than full inclusion in the High-level Committee on Management will be satisfactory, because, as we have said before, staff are involved in and will be ultimately responsible for implementing everything that is discussed and agreed in the Committee.

On behalf of CCISUA and its 17 member organizations, representing more than 60,000 staff members, let me take a few minutes to provide you with our views and positions on some of the key agenda items being discussed at this session.

Security and safety of staff

Security remains staff's single and most critical preoccupation. Concerns about staff security and safety continue to rise as we see unsettled global situations that are becoming more frequent. The world has become increasingly dangerous and unsafe, and United Nations staff members are more and more frequently called upon to work in very dangerous and hostile environments around the world. Attacks directed against United Nations staff in Abuja (Nigeria), Afghanistan, Algeria, Iraq, Pakistan, Somalia, the Sudan, all of which have tragically resulted in many deaths and serious injuries are constant reminders. We pay special tribute to the memory of all our dear colleagues who continue to lose their lives in the service of humanity.

CCISUA recognizes that the United Nations faces political pressure to deliver programmes rapidly and cost effectively. Likewise, we recognize that people throughout the world deserve the support and assistance of the international community. However, the United Nations and its Member States should and must ensure that United Nations staff members have the necessary resources to carry out their functions without facing undue risks and implement measures to address the security needs of staff working in the dangerous and hostile environments. And if we fail to learn from our past mistakes and correct our policies, these tragedies are certain to be repeated.

On this critical point, CCISUA reminds once again that the issue of cost reduction and savings should not and must not be used by the Organization to downgrade or compromise on security of staff. There is no price to be put on the lives of staff members. As very often reiterated, staff are the most important resource of the Organization.

CCISUA represents a growing number of field-based staff. Concerns about their security and safety have not abated but rather increased, as United Nations working environments are becoming even more challenging. And available data has revealed that the majority of recorded security incidents, including the critical ones, have involved locally recruited staff and Field Service staff. The report of the

Independent Panel on Safety and Security of United Nations Personnel and Premises Worldwide, entitled "Towards a culture of security and accountability", also highlighted this new reality and pointed out that national staff may actually be more at risk and targeted, and called upon the United Nations to recognize this new risk factor to national staff.

Therefore, CCISUA takes this opportunity once again to stress that all United Nations staff, regardless of contractual status, grade, level or place of recruitment, must be protected by the Organization. Equity should and must be paramount when dealing with matters of staff safety and security. Life is life, and no category of staff should be perceived to be less important than another. CCISUA remains very committed to working with the Inter-Agency Security Management Network to find swift and appropriate responses to staff security challenges.

Furthermore, CCISUA has taken note of the report entitled "Dangerous partnership: private military and security companies and the United Nations", recently published by the Global Policy Forum, and reiterates its concern regarding the increasing use of private security contractors. We hereby emphasize that if security-related operations cannot be conducted using United Nations security personnel and the military or national security forces from contributing Member States, then United Nations staff should not be deployed in those areas. Using private security contractors raises concerns about reporting lines, quality control, use of replacement staff and other critical issues.

In the light of all those concerns, therefore, CCISUA argues that the United Nations should stop using private security contractors to protect its staff. We also wish to stress that security risk assessments should be mandatory for every location where United Nations staff members are working.

Mandatory age of separation

CCISUA congratulates the United Nations Pension Board for the decision to increase to 65 years the normal age of retirement for new participants of the Pension Fund with effect from not later than 1 January 2014. Likewise, we commend the International Civil Service Commission for supporting the Board's recommendation. For CCISUA and, I am sure, for our sister federations of staff associations, this is a very important step forward towards changing the mandatory age of separation in the United Nations common system.

Furthermore, as a member of the Working Group on the Mandatory Age of Separation, CCISUA has supported the proposition that the mandatory age of separation should be raised for all staff — new and existing — to 65 years, thus allowing existing staff to stay on without having to ask for special approvals of executive heads, while taking into account the need to maintain their acquired rights to those who may wish to retire with their full benefits at 60 or 62 years of age.

This has been supported by the majority of staff in the surveys carried out by different federations of staff associations. They support an increase in the mandatory age of retirement to 65 years. CCISUA will continue to follow this issue very closely.

"Delivering as one"

CCISUA takes note of the Report of the High-level Intergovernmental Conference on "Delivering as one", the Tirana Conference, as well as that of the Independent Evaluation of "Delivering as one", and the related recommendations and lessons learned. We have also taken note of the remaining highlighted challenges before full implementation of the "Delivering as one" approach. Evidently, much more will have to be done for the approach to be considered a great success.

And while CCISUA agrees that there has been commendable progress, we believe that the voluntary implementation of the "Delivering as one" approach continues. We also agree that emphasis should be placed on developing a strong measurement system to assess progress in the respective areas of work in terms of cost savings and efficiency gains, including value for money. Furthermore, it is very important never to lose sight of the perspective that the mission of "Delivering as one" is to promote development throughout the world. Therefore, the mission should be more important than the system itself.

We also hasten to underline that as we speak of "One Voice", it is of critical importance to ensure formal staff consultation and participation at all levels — country, regional and global levels, including being represented in the "joint boards/councils" that are established to advance development of "Delivering as one" approach.

Sustainability management in the United Nations system

"The Future We Want"

CCISUA supports that common vision and mission to promote an environmentally sustainable future for our planet and for present and future generations.

We have also taken note of the initiatives taken by the United Nations common system — where the United Nations, in performing its work, aims to prevent or mitigate damage to the environment. CCISUA fully supports these initiatives. We want to stress, however, that we want to be your partners not only in the implementation but also in the decision-making process. So far we are concerned that many measures are taken without following the established consultation procedures, and staff members do not seem to have opportunity to provide inputs before they are implemented.

Take, for example, recent decisions at United Nations Headquarters concerning minimum and maximum temperatures in the workplace. These ended up being ineffective and actually caused unnecessary stress to staff members.

Inter-agency mobility

Regarding inter-agency mobility, CCISUA recognizes progress made so far. From the outset we want to underline the importance of harmonizing working conditions in order to make mobility attractive to staff. In particular, it is important to ease administrative bottlenecks existing in the Organization. They include, for instance, such issues as: recognition of promotions; experience gained while serving in other organizations; and recognition of internal applications for secondments. These need to be sorted out.

Clearly, if the Secretary-General really wants to see mobility fully implemented, solutions to some of those issues must be found. For now, CCISUA wonders how staff mobility can be enhanced and implemented while years served away from the home organization are often not given credit. That is why the right of return is so critical.

Nevertheless, CCISUA takes note of the proceedings to ensure that staff concerns are addressed, and possibilities increased for secondment and other arrangements that benefit both the United Nations and staff development. And CCISUA commits to continue to play an active and constructive role to advance ongoing work in this important area.

Support to survivors of malicious acts and natural disasters and affected families

CCISUA takes note of the report entitled "Stocktaking exercise: support to survivors and affected families" and commends its findings. We also take note of problem areas and gaps highlighted by the report. As shown, different United Nations agencies, funds and programmes use different standards as pertains to extending benefits and entitlements to staff members and others employed by those United Nations entities (non-staff personnel) for service-incurred injury, illness, death or disability.

Unfortunately, the report fails to make any concrete proposals on how to address existing problem areas and gaps.

Several of our members were present during and in the aftermath of the attack in Abuja; from that experience, we learned that not enough support is being provided to the families of staff members who perished under attack and, most significantly, that no support at all is provided to victims who are non-staff personnel and their families.

When a United Nations compound is singled out and an attack occurs, those who die or are hurt, as well as their families, should be treated in the same manner, be they staff members or not. In whatever capacity, they suffered the consequences for providing services to the United Nations.

CCISUA appreciates the fact that counsellors were immediately made available to those affected, although there continues to be more and urgent need for them even one year after. We also appreciate the support extended to families to support their children's education through the United Nations Memorial Fund. However, we suggest that a specific emergency trust fund be created for non-staff personnel and their families in case of tragedy.

CCISUA calls upon the Human Resources Network and the High-level Committee on Management to lead the way and ensure that action is taken to address the "roadblocks/problem areas" identified in the stocktaking report. Applying double standards in matters of service-related injury or death following malicious acts is unacceptable and should not be allowed to continue. As we have stressed, life is life, and no staff category should be perceived to be less important than another.

Finally, Mr. Chairman, let me conclude by thanking you again for the opportunity for CCISUA to participate in the High-level Committee on Management, though not for all sessions. We maintain our commitment to working with the different parts of CEB to foster a better environment for staff.

Annex IV

Statement by the Federation of International Civil Servants' Associations

Let me first congratulate Mr. Frank Gurry on his appointment to the prestigious and challenging role of Chair of this Committee. In recent years the Federation of International Civil Servants' Associations has intensified its presence in the High-level Committee on Management with a view to achieving a more meaningful dialogue. We were able, in consultation with the previous Chair, Ms. Josette Sheeran; the Vice-Chair, Ms. Jan Beagle; and with the coordination of Mr. Remo Lalli, to make some tangible progress and ensure our presence during your considerations of issues of major interest to us, such as the report from the Human Resources Network and security matters. Still, we see room to do better, and we look forward to continuing a fruitful dialogue with the new Chair.

Just a quick look at the agenda of this session will tell how challenging the times ahead of us are. We have listened carefully to Mr. Gurry's analysis of the "enormous cost pressure" we, the United Nations staff and senior management alike, are confronted with in our day-to-day endeavours.

On the other hand, it has to be recognized that we are faced with an equally enormous need for action and the services of the United Nations.

We do not deal with commonly traded commodities: our deliverables are not found on the stock market; nevertheless, the fundamental correlation between demand and supply makes no exception — where demand increases prices soar as well.

As the global demand for peace, development, food security, health, development and assistance to the weakest populations of the world is on the rise, demands on United Nations staff have also become more pressing; however, the recurrent request to the organizations is: "do more with less". The continuous research of the lowest possible price tag is driving the system beyond a very dangerous break-even point, where the essence of the international civil service will be lost.

Today more than ever, the world needs an efficient and independent United Nations, nothing more or less than the Secretariat described in Articles 100 and 101 of the Charter of the United Nations. Attracting and retaining staff of the highest calibre has its cost, and we all agree that it should be a fair one. The point is what is a fair equilibrium price?

We are aware that national budgets are shrinking and not a single cent of the taxpayers' money should be lost in inefficiency and waste; a lot has been done, but we can still do better, including by reversing some of the measures taken, which may create the illusion of efficiency gains while at the same time hiding considerable costs. One example would fit: the massive recourse to outsourcing.

The Federation of International Civil Servants' Associations recognizes that the solution is complex and should include a review by the Member States of their spending priorities. The world should invest more in the United Nations, and we should convince the world that it is an investment worth doing. We, the staff of the United Nations, have a fundamental role to play in this respect.

Mr. Chair, colleagues of the Committee,

We welcome the fact that under the improved ground rules for dialogue, our presence in your meeting room is not limited anymore to a single agenda item; we shall therefore limit this opening statement to a few, general considerations. Substantive considerations will be made on individual agenda items.

We look forward to discussing the report of the Department of Safety and Security. The policy on the use of private security companies raises an array of concerns in terms of accountability and primary responsibility for the safety of staff and their families. The 2008 report entitled "Towards a culture of security and accountability", also known as the Brahimi report, which followed the bombing at the Hotel Canal in Baghdad in August 2003, on this matter was unequivocal: "As an employer, the United Nations continues to be legally and morally responsible for the security and safety of its staff and their dependants."

We were therefore taken aback, to say the least, in noting that the policy document submitted for your consideration quotes "The primary responsibility for the security and protection of United Nations personnel, their eligible family members, and the premises and property of United Nations Security Management System organizations rests with the host Government."

The Brahimi report went even more in depth and foresaw an increasingly controversial issue that today, 10 years after its publication and in the aftermath of the bombing in Abuja, is showing its legacy of inequity and injustice: "The great diversity of contractual arrangements affects the security and safety of personnel by creating groups of United Nations personnel with different insurance coverage arrangements and other entitlements."

Mr. Chair, colleagues of the Committee,

The inappropriate use of non-staff contracts as a shortcut to cheaper labour is already deplorable from an equity standpoint; it becomes intolerable when applied to security considerations and the needed support for survivors to malicious acts.

We shall listen and participate to your debate on other issues raised by the most recent sessions of the United Nations Pension Board, the Human Resources Network and the International Civil Service Commission: from the contractual framework to the mandatory age of separation up to the unprecedented suspension of the post adjustment methodology recommended by the International Civil Service Commission in July, in contradiction with its ruling on the subject.

The Federation of International Civil Servants' Associations wishes you a successful completion of your work.

Annex V

Support to survivors and affected families

Summary of the policy recommendations considered by the High-level Committee on Management at its twenty-fourth session

1. At the Policy Committee meeting held on 9 April 2012 (see enclosure), the CEB secretariat was mandated to carry out a stocktaking exercise, building on experiences across the United Nations system and drawing on feedback from survivors to: identify best practices, gap and problem areas; clarify scope; and identify and explore differences in eligibility and coverage for different categories of personnel (staff and non-staff, international and local). The exercise consisted of a questionnaire survey and follow-up interviews.

2. In recognition of the multidisciplinary nature of the issue, the survey covered three main areas: staff counselling; medical support; and administrative/insurance-related issues. Also, the analysis of the results differentiated between Headquarters-based organizations and organizations with a large field presence (qualified as at least 200 personnel).

3. Current best practices, as identified by organizations in the response to the survey, include system-wide coordination and cooperation in the areas of staff counselling, medical support and security, through inter-agency mechanisms such as the Department of Safety and Security, the United Nations Medical Emergency Response Team and the Critical Incident Stress Management Unit, covering all staff affected by malicious acts or natural disasters from all organizations in a duty station.

4. Another best practice is represented by the Memorial Fund established in 2003 for United Nations civilian personnel who lost their lives in the line of duty, helping affected families with the payment of a grant to assist in the education of surviving children.

5. A positive example of inter-agency collaboration, which could represent a replicable and extendable model to reduce costs and enhance benefits for non-staff personnel, is a joint bidding exercise for an economically sound and more comprehensive commercial insurance policy, currently being finalized by the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Office for Project Services (UNOPS).

6. Results show that, when the event causing injury or death is of malicious nature, insurance coverage for United Nations system personnel, including non-staff personnel, is quite broad, although not fully uniform, thanks to the Malicious Acts Insurance Policy, applicable worldwide and providing coverage 24/7 for injuries resulting in permanent partial disablement, permanent total disablement or death caused directly or indirectly by a war or a malicious act for United Nations personnel and their dependants. Seventeen CEB organizations have subscribed to the United Nations-administered Malicious Acts Insurance Policy, and nine organizations have their own Malicious Acts Insurance Policy.

7. When the event is not of malicious nature, such as in the case of a natural disaster, appendix D to the staff rules or comparable provisions govern compensation in the event of death, injury or illness attributable to the performance

of official duties on behalf of the United Nations. Such provisions are mostly applicable to staff members only.

8. Overall, results showed that the support offered to non-staff personnel and their families in the event of death or injury is not the same as for staff.

9. Current gaps include coordination mechanisms for human resources and administrative issues. In this respect, a very positive development since the finalization of the stocktaking exercise, in direct response to decision (ii) of the Policy Committee, is that UNDP, which also chairs the Human Resources Network Field Group, has agreed to take on the lead role in the Rapid Response Administration Personnel Team, an important instrument already endorsed by the High-level Committee on Management. This is a big step forward, and it is envisaged that the training of members of the Rapid Response Team will be completed by June 2013, so that team members would be ready for deployment by then. In this regard, the United Nations Secretariat will share with UNDP its experience with the Emergency Preparedness and Support Team.

10. Following discussion at the twenty-fourth session of the Committee in September 2012, organizations have already agreed to the following:

(a) Organizations with coverage gaps in insurance coverage of both staff (local and international) and non-staff personnel, as identified in annex 2 to the report on the stocktaking exercise (CEB/2012/HLCM/17), in particular in cases of non-malicious acts, will consider taking appropriate action to fill such gaps;

(b) The High-level Committee on Management Procurement Network and/or the insurance units of member organizations will consider broadening joint procurement of commercial insurance policies, in particular and to the extent possible, for non-staff personnel. Due consideration should be given to the possibility of piggybacking on the joint policy currently being finalized by UNDP, UNICEF and UNOPS;

(c) Organizations will undertake a review of the time needed for processing insurance claims and entitlements, identify bottlenecks and report back on findings;

(d) The Human Resources Network will continue to explore further modalities to improve support to staff and their families and to discuss this subject as a standing item on the agenda of the Network.

CEB may wish to:

(a) **Affirm the moral obligation by all organizations of the United Nations system to exercise their duty of care and to accelerate progress in ensuring comprehensive, sensitive, coordinated and consistent support to staff affected by critical incidents in the line of duty, as well as to their families;**

(b) **Encourage executive heads to build an organizational culture of care and compassion with respect to survivors and affected families. This could take the form of expanded support offered through counselling efforts, medical treatment, flexible work arrangements, reasonable accommodation for employment in case of disability, and "back-to-work" programmes.**

Appendix

– Decisions of the Secretary-General — Policy Committee meeting of 9 April 2012

Enclosure

United Nations Nations Unies

INTEROFFICE MEMORANDUM MEMORANDUM INTERIEUR

TO: Members of the Policy Committee
A: Participants at the 9 April Policy Committee meeting
(see distribution list)

DATE: 9 April 2012

REFERENCE:

THROUGH:
S/C DE:

FROM: The Secretary-General
DE:

SUBJECT: **Decisions of the Secretary-General – 9 April meeting of the Policy Committee**
OBJET:

Confidential

Decision No.2012/6 – Support to Survivors and Affected Families

All entities of the UN system will accelerate progress in ensuring comprehensive, sensitive, coordinated and consistent support to staff and, where appropriate, other civilian personnel affected by critical incidents in the line of duty, as well as to their families. To that end:

i) At the April 2012 Chief Executives Board (CEB) session the Secretary-General will request HLCM to undertake a stock taking exercise to be completed in time to report back to CEB at its Fall 2012 session, building on experience across the UN system and drawing on feedback from survivors to: identify best practices, gaps and problem areas; clarify scope (including security, medical, legal, psychological and administrative/human resource dimensions); and identify and explore differences in eligibility and coverage for different categories of personnel (staff and non-staff, international and local). **(Action: EOSG, CEB Secretariat, HLCM, DSS, DM, DFS, OLA)**

ii) Following completion of the stock-taking exercise, the CEB at its Fall 2012 session will consider: 1) Any necessary action to align all CEB member organizations with best practices identified in the stock taking exercise and to determine the financial implications and identify ways to address them within the respective mandates of the organizations; 2) Accelerated implementation of previous decisions by the High-Level Committee on Management (HLCM) and, where appropriate, the HR Network, including the operationalization of the Rapid Response Administration Personnel Team, as a matter of priority; and measures to advance consistency of support across the system and categories of staff including with consideration of areas identified in the Annex; 3) Personal pledges by Executive Heads, led by the Secretary-General, to send a clear message to Member States about the importance of equipping the Organization to exercise its duty of care towards its staff, and to send letters to staff similar to those the Secretary-General will send per recommendation (iv). **(Action: CEB Secretariat, CEB Members, EOSG)**

iii) The Deputy Secretary-General will lead a process to further strengthen preparedness and support through the clarification of roles within the UN secretariat between DM, DSS and DFS by 30 June 2012 and a discussion of the options for expanding appropriate placement authority for survivors, for pursuing the idea of a Standard Operating Procedure for certain critical incidents requiring a single operational response, and for options for a special fund to cover the costs associated with an expanded duty of care, as appropriate. **(Action: EOSG, DM, DFS, DSS, OLA)**

iv) To enhance staff awareness of the UN system's commitment to survivors and family members, the Departments of Management, Field Support and Safety and Security, with support from the Department of Public Information as appropriate, will: 1) Support greater communication by the Secretary-General to staff about what measures are in place and what steps are being taken, including through a letter by 31 July 2012 that explains the current state of play and contains strong messages on the importance of mental health and psychological well-being. A follow-up letter will be sent to staff by Spring 2013 updating them on progress made; 2) By the end of 2012, develop training and briefing sessions for managers and staff across the UN system to promote a culture of care, compassion and understanding and to sensitize them to those affected by critical incidents; and 3) As a matter of priority make available online all the information necessary to survivors, their families, personnel/staff and managers. The HR Network will, in cooperation with the IASMN Critical Incidence Stress Working Group, also contribute to enhancing personnel/staff awareness of existing support through online user-friendly guidelines. **(Action: EOSG, DM, DFS, DSS, DPI, OLA, HR Network, IASMN)**

v) With the support of DM, DSS and other relevant entities, the Secretary-General will prioritize mental health and psychological well-being amongst survivors and staff who have served as caregivers and first responders and send a message to managers about his expectations in this regard. Departments and entities in the UN system will work collectively, including with external partners, to improve methods for providing the necessary counseling and support and to make conscious efforts to de-stigmatize mental health distress and raise awareness about living after trauma. **(Action: EOSG, DM, DFS, DSS, OLA, HR Network)**

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cc: Deputy Secretary-General
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